



UNITED STATES MARINE CORPS

MARINE CORPS BASE  
QUANTICO, VIRGINIA 22134-5001

MCBQ 12713.3  
c 014  
30 Jan 90

MARINE CORPS BASE ORDER 12713.3

From: Commanding General  
To: Distribution List

Subj: FY 1990-1992 AFFIRMATIVE EMPLOYMENT PROGRAM PLAN FOR  
MINORITIES AND WOMEN

Ref: (a) Section 717 of Title VII of Civil Rights Act of 1964  
as amended (NOTAL)  
(b) EEOC MD-714 (NOTAL)

Encl: (1) FY 1989 Affirmative Employment Program Accomplishments  
Report and FY 1990-1992 Affirmative Employment Program  
Plan Update

1. Purpose. To publish the subject plan, which is outlined in the enclosure, for implementing within the Command per the references. This Order does not include affirmative action plans for people with disabilities.

2. Cancellation. MCCDCO 12713.3A.

3. Information. The references require that affirmative action program plans be developed and implemented for the purpose of eliminating underrepresentation throughout all occupational series, grade levels, and levels of authority, with an ultimate goal of establishing and maintaining a civilian work-force reflective of the nation's diverse population.

4. Action

a. Management and Supervisory Officials. Management and supervisory personnel, both appropriated and nonappropriated, will:

(1) Work towards the accomplishment of planned actions when designated as a responsible official.

(2) Participate in efforts to reach potential applicants in targeted groups.

(3) Identify positions in their respective organizations which can be revised or restructured for upward mobility or trainee positions to assist in internal recruitment efforts.

30 Jan 90

(4) Ensure that their organizational objectives coincide with Equal Employment Opportunity (EEO) program goals and objectives.

(5) Ensure that when targeted group members are among the best of the competing candidates within the selection range, they are given full consideration, and that the person who will best fulfill productivity and total mission needs, including affirmative action, is selected.

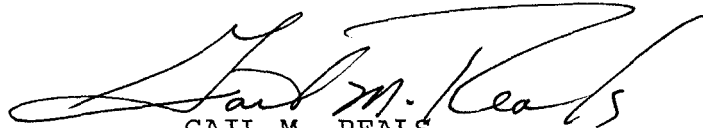
(6) Ensure that personal performance elements/standards reflect overall Command affirmative action goals and objectives.

b. Director, Civilian Personnel Office and Head, Nonappropriated Fund Instrumentality Civilian Personnel Office. Provide technical assistance to all EEO officials in planning, developing, executing, and evaluating EEO program improvement.

c. Deputy Equal Employment Opportunity Officer

(1) Monitor progress of the EEO program in achieving EEO program goals and objectives.

(2) Recommend, as appropriate, to the Commanding General, Marine Corps Base, Marine Corps Combat Development Command and management officials, strategies for EEO program improvement.



GAIL M. REALS  
Deputy Commander for Support

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FISCAL YEAR 1989  
AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENTS REPORT

AND

FISCAL YEARS 1990, 1991, AND 1992  
AFFIRMATIVE EMPLOYMENT PROGRAM PLAN UPDATE

ENCLOSURE (1)

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PERCENT DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB - Sept 1988 as compared to Sept 1989

OCCUPATIONAL LEVEL		TOTAL	WHITE		BLACK		HISPANIC		OTHER (1)	
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
			%	%	%	%	%	%	%	%
SEMI-SKILLED	SEP 88	100	42.0	3.0	43.8	8.9			2.4	
	SEP 89	100	45.6	10.7	(33.3)	9.1		4	(.8)	
CLF *	////////		53.6	7.5	28.2	5.1	2.3	.6	1.7	.7
JOURNEYMAN	SEP 88	100	75.8		22.1	1.1			1.1	
	SEP 89	100	79.1		(18.6)	1.4			(.9)	
CLF	////////		53.6	7.5	28.2	5.1	2.3	.6	1.7	.7
LEADER	SEP 88	100	86.7		13.3					
	SEP 89	100	79.3		20.7					
CLF	////////		53.6	7.5	28.2	5.1	2.3	.6	1.7	.7
SUPERVISOR	SEP 88	100	76.3	(2.6)	15.8	5.3				
	SEP 89	100	72.1	(2.3)	20.9	(4.7)				
CLF TOTAL	////////		53.6	7.5	28.2	5.1	2.3	.6	1.7	.7
	SEP 88	100	63.2	1.4	29.5	4.4			1.4	
	SEP 89	100	(62.9)	5.2	(25.8)	5.2		.2	(.7)	

EEOC FORM 569

(8/87) @ (Modified)

(1) American Indian, Asian and Pacific Islanders

(#) = Decrease

\* = Civilian Labor Force

NOTEWORTHY  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM ACCOMPLISHMENTS  
FISCAL YEAR 1989

DISCRIMINATION COMPLAINTS PROCESSING:

Informal Resolution Rate: 94.4% v. DON Goal: 90%

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM HUMAN RESOURCES:

To expand the human resources available to the EEO Program in the Affirmative Action mission area, as well as facilitate effective and efficient communications between the EEO Branch and Command organizational functional elements, Equal Employment Opportunity Representatives (**EEORs**) were appointed by the Commanding General. These individuals were provided seven hours of specialized training by the DEEOO. This initiative has enhanced the **DEEOO's** ability to provide specific 'individualized' advice and guidance to functional elements of the Command in carrying out their EEO responsibilities as well as create an environment in which specific and, at times, hard to define barriers to achieving affirmative action goals may be more readily identified so that corrective action may be promptly initiated. The appointment of these **EEOR's** is a 'first' within the Marine Corps. In addition, **EEOR's** serve as 'core members' of the Command's EEO Committee.

EEO TRAINING FOR SUPERVISORS AND MANAGERS: To ensure that supervisors and managers have the knowledge required to fully and effectively participate in the discrimination complaints processing system and affirmative action planning and development two specially designed seminars (designed and conducted by the DEEOO) were conducted. These seminars are 'one-of-a-kind' within the Marine Corps and have contributed to this Command's achievement of a 94.4% informal resolution rate as of June 1989, as well as instilling greater accountability among supervisors and managers for affirmative action efforts.

EEO PROGRAM VISIBILITY/EDUCATION: In an effort to involve employees, supervisors, and managers in the progress of the Command's Equal Employment Opportunity Program and, at the same time, enlighten them regarding the contributions made to the progress of our Nation by minorities and women six specially designed publications were developed. The publications are, as a matter of routine, distributed to all employees within the Command as well as to Marine Corps activities by the DEEOO, Marine Corps.

COMMUNITY OUTREACH PROJECT: One of the most difficult problems people with disabilities face is that of gaining access to transportation which directly impacts on their ability to obtain employment. Until recently, little was done to reduce the physical and other barriers that deny a large segment of the population the mobility upon which everyone in this country is heavily dependent. Transportation barriers increase the social

costs of disability by placing jobs out of the reach of many who are potentially employable. In an effort to eliminate this long standing barrier, the Command is participating in the exploration of a community project known as 'JAUNT'. The project is, at this time, under the supervision of Mr. Joseph Blanton, Chairman of the Committee for the Disabled working with the Prince William County Area Transportation Committee, the Executive Director Region 10 Community Services Board and a representative of the Virginia Department of Transportation. If 'JAUNT' or a similar program is adopted it will enable the local community as well as this Command to expand its employment of qualified individuals with disabilities who, heretofore, have not had access to employment opportunities because of the lack of transportation.

EEO PROGRAM STATISTICAL ACCOMPLISHMENTS:

PROFESSIONAL -	FY88	FY89	CHANGE
White Women	59.6%	61.8%	+2.2%
Asians/Pacific			
Islander	.7%	1.3%	+0.6%
ADMINISTRATIVE -			
Blacks	6.2%	10.5%	+4.3%
TECHNICAL -			
Blacks	10.2%	11.4%	+1.2%
Asians/Pacific			
Islanders	-0-	.7%	+0.7%
CLERICAL -			
Blacks	11.7%	13.5%	+1.8%
Asians/Pacific			
Islanders	-0-	2.6%	+2.6%
FIREFIGHTERS/GUARDS			
White Women	1.6%	3.3%	+1.7%
BLUE COLLAR -			
White Women	1.4%	5.2%	+3.8%
Hispanics	-0-	.2%	+0.2%

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

MULTI-YEAR AFFIRMATIVE EMPLOYMENT PROGRAM PLAN  
UPDATE

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* POLICY STATEMENT	* STATEMENT OF ADEQUATE
* DELEGATION OF AUTHORITY	MONITORING/EVALUATION
* ORGANIZATIONAL CHART	SYSTEM
* CERTIFICATION OF QUALIFICATIONS	* PROGRAM ANALYSIS
* PLAN FOR THE PREVENTION OF	* PROBLEM/BARRIER
SEXUAL HARASSMENT	IDENTIFICATION
	* REPORT OF OBJECTIVES
	AND ACTION ITEMS

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U. S. MARINE CORPS  
COMBAT DEVELOPMENT COMMAND  
QUANTICO, VIRGINIA 22134-5001

ORGANIZATIONAL LEVEL: INSTALLATION

NUMBER OF EMPLOYEES COVERED BY PLAN: TOTAL 1,415  
PROFESSIONAL: 152 ADMINISTRATIVE: 209 TECHNICAL: 149  
CLERICAL: 305 OTHER: 61 BLUE COLLAR: 539

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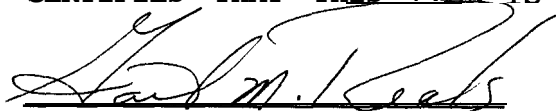
CONTACT PERSON: S. L. FRIEDLAND TELEPHONE: (703) 640-3337

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SANDIE L. FRIEDLAND

DEPUTY EQUAL EMPLOYMENT OPPORTUNITY OFFICER  
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714

29 January 1990  
DATE

  
GAIL M. REALS

COMMANDING GENERAL  
MARINE CORPS BASE  
MARINE CORPS COMBAT DEVELOPMENT COMMAND  
CERTIFIES THAT THIS PLAN IS IN COMPLIANCE WITH EEO-MD-714

30 Jan. '90  
DATE

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EEOC FORM 566 (8/87)

PLANNED ALLOCATION OF RESOURCES FOR AFFIRMATIVE ACTION PROGRAM

Form NAVSO **12713/33**  
RCS SECDNAV 12713-16  
Major Claimant 00027  
Activity UIC 00264  
Activity MCCDC

I. Personnel Resources

EEO	Title	Total Number	FT	PT%	Collateral Duty	cost
EEO Officer		<b>1</b>	HEAD	-		3,415.
Deputy EEO	I	1	X			40,601.
EEO <b>Spec</b> (1)		1	X			37,859.
EEO Counselors		<b>6</b>	X	20%	X	5,800.
			-	-		
TOTAL						87,675.

II. Other Resources

Type of Activity Service, etc.	Explanation	cost
Training for EEO Staff	CMC Conference/DON Special Emphasis Programs Training	2,500.
EEO Training for other personnel	Civ Pers/EEO Counselors	1,200.
TOTAL		3,700.

(1) Includes responsibility for management of Hispanic Employment, Federal Women's, Upward Mobility, and People with Disabilities/Disabled Vets Programs.

NAVSO Form **12713/33**

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

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EEO POLICY STATEMENT - PAGE 1

1. **We've** come a long way in the Marine Corps in our quest to ensure equal employment opportunity for all people based on merit and provide an atmosphere conducive to the elimination of discriminatory practices. However, our search is not finished and we must not let down our guard or relax our vigilance. To do so would send the wrong message and perhaps invite regression.

2. At Quantico we still have work to do. We must make improvements in such areas as placing women in nontraditional grades where underrepresentation exists, and putting emphasis on senior level positions. Additionally, we must increase the hiring of persons with disabilities and provide reasonable accommodations for employees and applicants with disabling conditions. To do so, we will direct our efforts toward correcting iniquities, revising existing policies and practices that are not fully supportive of Federal policies, and promoting a climate of social harmony.

3. Committed though I am to the principles of equal employment

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EEOC FORM 556 (8/87)


AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
EQUAL EMPLOYMENT OPPORTUNITY PROGRAM POLICY STATEMENT (Continued)

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EEO POLICY STATEMENT - PAGE 2

opportunity, I can't make it happen without the support of the entire work-force. Each of us is responsible for actively promoting and supporting this equal employment policy. Further, the goals and objectives of the Affirmative Action/Equal Employment Opportunity Program is a critical element that will be used in evaluating the performance of managers and supervisors.

4. The composing of this statement has served as an opportunity for me to rededicate my efforts to ensuring we carry out both the spirit and the letter of the Equal Employment Opportunity Program. I hope as you read it you will do the same - **it's** not only the law, **it's** the right thing to do!

  
GAIL M. REALS

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
D E L E G A T I O N   O F   A U T H O R I T Y

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

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DELEGATION OF AUTHORITY - PAGE 1

The Commanding General, Marine Corps Base, Marine Corps Combat Development Command, by virtue of the position, is the **Equal** Employment Opportunity Officer (EEOO) and, as such, is responsible for establishing Command EEO and affirmative action policies, setting the pace and exerting the influence, leadership and authority necessary to ensure that all members of the Command's work-force comply fully with the spirit, intent and specific requirements of the total **equal** employment opportunity program as required by DoD Dir. 1440.1 of 21 May 87, Section 717 of Title VII of the Civil Rights Act of 1964, as amended, and Section 501 of the Rehabilitation Act of 1973, as amended, and the **Equal** Employment Opportunity Commission (EEOC), Office of Personnel Management (OPM), Secretary of the Navy (SECNAV) and this Order. Specific responsibilities are listed in the EEO Management Directive 714.

The Deputy **Equal** Employment Opportunity Officer (DEEOO) is, specifically, responsible for:

- a. Developing and administering a viable EEO program.
- b. Serving as the principal EEO advisor to the EEOO on personnel matters having EEO implications.
- c. Developing the Command's Affirmative Action Plan and compiling and submitting plan accomplishments report and annual plan updates.
- d. Administering the Discrimination Complaint Process to include, where possible, influencing informal complaints resolution.
- e. Serving as the central point of contact for all internal and external EEO matters.
- f. Encouraging EEO program understanding and support by supervisors and managers through practical training and advice.
- g. Conducting and documenting formal EEO inspections of functional elements of the Command and appropriate tenants per established procedures.
- h. Serving as an advisor to Command boards, councils, committees and panels which have a direct or indirect impact on employment policies and/or procedures.

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EEOC FORM 566 (8/87)

**AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
D E L E G A T I O N   O F   A U T H O R I T Y**

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

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DELEGATION OF AUTHORITY - PAGE 3

b. Reviewing all pertinent documents, interviewing all appropriate individuals involved, or having knowledge of the circumstances involved in the complaint, and recording precomplaint counseling provided to employees:

c. Notifying the DEEO0 when beginning discrimination precomplaint counseling, keeping a record of the facts obtained as a result of inquiry, and informing the DEEO0 of progress made toward resolution.

The EEO Committee is responsible for monitoring the Affirmative Employment Program and advising the **EEEO/DEEOO** of the adequacy of the program in supporting the Command's commitment to EEO principles. The unique core membership of the Committee (functional element EEO Representatives) ensures that functions of the Committee address the needs and concerns of all minorities, women, and people with targeted disabilities. The Committee membership is, and is designed to remain, representatives of the racial, ethnic, and gender composition of the Command's **work-**force.

Course Managers for Department of the Navy Training on the Prevention of Sexual Harassment (POSH) serve as trainers on the subject of POSH and assist the SEPM in conducting supervisor and employee training on POSH.

Division Heads, supervisors, and managers are responsible for:

a. Being, or becoming, intimately familiar with each element of programs designed to create an awareness of people, their needs, ideas, and motivations in relation to achieving an optimum posture as an employer dedicated to absolute equality of opportunity in employment;

b. Availing themselves of training opportunities designed to ensure their familiarity with the basic tenets of the EEO Program and the various elements which have been established in support of the program.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
D E L E G A T I O N   O F   A U T H O R I T Y

(EXPLANATION OF RESPONSIBILITIES OF EEO PROGRAM OFFICIALS)

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DELEGATION OF AUTHORITY - PAGE 2

i. Providing technical procedural advice and assistance to EEO counselors, EEO representatives and the EEO Committee.

j. Assisting in the development of supervisory EEO performance elements.

k. Preparing publicity and other promotional material on the overall EEO program.

The Director, Civilian Personnel Office is responsible for:

a. Processing personnel actions in a manner consistent with the concepts of equal employment opportunity;

b. Providing technical assistance to all EEO officials:

c. Ensuring that all recruitment advertising and vacancy announcements include a statement on equal employment opportunity:

d. Coordinating all new and/or revised personnel policies, practices, and/or procedures with the DEEO prior to finalization.

The Special Emphasis Programs Manager (SEPM) (Federal **Women's/Hispanic/Handicapped** Employment Programs) serves under the supervision of the DEEO and is the **DEEO's** primary advisor on the unique concerns of women, Hispanics, and persons with targeted disabilities/applicants with authority to plan, develop, execute, and evaluate programs. The SEPM is responsible for scheduling and conducting Prevention of Sexual Harassment in the Work Place training for supervisors and employees and advising EEO officials on existing or potential sexual harassment problems and making recommendations for problem resolution.

EEO Counselors are responsible for:

a. Counseling, in accordance with 29 CFR 1613 and CPI 713, which involves providing an open and sympathetic channel through which employees and applicants for employment may raise questions, discuss problems and on an informal basis, resolve problems connected with equal employment opportunity;

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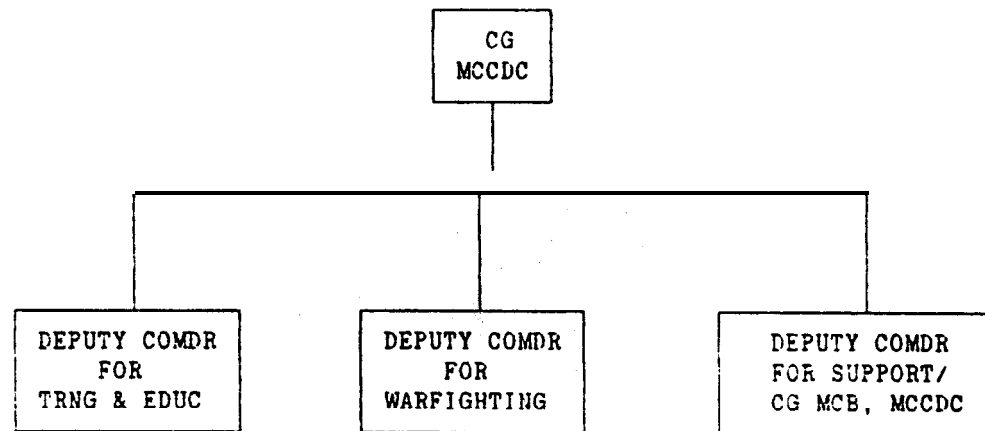
EEOC FORM 566 (8/87)

c. Demonstrating, by action and achievement, their full support of the principles, objectives, letter, and spirit of programs and directives designed to further the goals established to assure equality of opportunity in all employment decisions and actions.

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EEOC FORM 566 (8/87)

# MARINE CORPS COMBAT DEVELOPMENT COMMAND (MCCDC) ORGANIZATION




AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

CERTIFICATION OF QUALIFICATIONS OF EEO OFFICIALS

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I certify that the qualifications of all staff officials, **full-**  
time or part-time, responsible for the administration of the  
Equal Employment Opportunity Program and Affirmative Employment  
Program have been reviewed by competent authority and meet the  
qualification standards in the handbook X-118.

  
Deputy Equal Employment  
Opportunity Officer

29 January 1990  
DATE

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

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STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM - PAGE 1

EEO Program evaluation of previous fiscal year progress in achieving the goals established within this plan will be accomplished annually using several methods:

a. Automated statistical data will be obtained through the cooperation of the Civilian Personnel Office on a quarterly basis. This data will be provided in a variety of formats to include a break-out of functional elements of the Command. Each of the formats will contain **PATCOB** categories, grade levels, etc. This approach provides the Command the capability to examine not only over-all numerical accomplishments but, to identify the specific functional elements contributing to goal accomplishment.

b. In an effort to expand the human resources available to the EEO Program and facilitate effective and efficient communications between the EEO Office and each of the functional elements of the Command, EEO representatives were appointed to represent each functional element. EEO representatives were provided specialized training, by the DEEOO, so that they may work directly with the **DEEOO/Special** Emphasis Programs Manager in assessing functional element progress toward accomplishing EEO goals. This initiative also enables the DEEOO and functional element heads to determine any changes needed to planned actions as the fiscal year progresses. This approach ensures that immediate action may be taken as opportunities arise rather than having to 'engineer' future opportunities based on 'lessons learned.' It also creates an environment in which specific barriers to achieving goals may be more readily identified so that corrective action may be initiated.

EEO Program posture will also be evaluated, during the first quarter of fiscal years 90, 91, and 92, utilizing **EEOC's** Program Evaluation Guide as well as the Department of the **Navy's** comprehensive EEO Program Evaluation and Standards Guide issued by OCPM NOTICE 12720 of 1 Dec 88.

d. The DEEOO will work closely with the Equal Employment Opportunity Committee in assessing the progress of EEO programs and activities in addressing the needs and concerns of minorities, women, and people with disabilities. As shortfalls are identified, specific corrective actions will be recommended to appropriate staff officials.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM

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STATEMENT OF ADEQUATE MONITORING/EVALUATION SYSTEM - PAGE 2

On-site Command Inspections of the EEO Program are conducted by Headquarters, Marine Corps staff employees. Other program reviews are also conducted by Personnel Management Evaluations (PME) teams and EEOC EEO Program Inspectors. Reports of these evaluations include any deficiencies noted during inspection. Noted deficiencies are addressed in 'corrective action' reports to on-site inspection officials. Those deficiencies requiring 'long-term' corrective action are incorporated in the AAP planning process.

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EEOC FORM 566 (8/87)

# AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

## PROBLEM/BARRIER IDENTIFICATION

### PROBLEM/BARRIER IDENTIFICATION - WORK-FORCE - PAGE 1

An analysis of the Command's work-force was conducted by the occupational categories of Professional, Administrative, Technical, Clerical, Others, and Blue Collar (**PATCOB**) and grade groups (Grade 00; 1-4, 5-8, 9-12, 13-15, and semi-skilled; journeyman, leaders, and supervisors). The data and charts that follow specifically identify the occupational categories and grade levels in which there is a 'manifest' imbalance and 'conspicuous absence' of minorities and women. A '**manifest**' imbalance is defined as being a Command work-force percentage in any group(s) that is more than 50% of the relevant percentage within the Civilian labor force (CLF). A 'conspicuous absence' is also defined in this manner however, is less than 50 percent of the relevant percentage within the Standard Metropolitan Statistical Area (SMSA) CLF. Occupational categories having a 'conspicuous absence' of minorities and women as identified below are the primary target of this Command's affirmative action efforts.

	<u>Manifest Imbalance</u>	<u>Conspicuous Absence</u>
Professional (Teachers)		Black Men Hispanic Men Asians/Pacific Islanders Men Native American Men + Women
Professional (Other)		Hispanic Women Asians/Pacific Islanders Men + Women
Administrative	Black Men + Women Hispanic Men	Asians/Pacific Men + Women
Technical	Black Women	Black Men Hispanic Men Asian/Pacific Islander Men
Clerical		Black Men + Women Hispanic Men + Women Asian/Pacific Islanders Men

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - WORK-FORCE - PAGE 2

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	<u>Manifest Imbalance</u>	<u>Conspicuous Absence</u>
Firefighters/Guards		White Women Black Men + Women Hispanic Men Asians/Pacific Islanders Men
Blue Collar	White Women Black Men	Hispanic Men + Women Asians/Pacific Men + Women

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To correct these imbalances affirmative action goals, by fiscal year, have been established and are reflected on page 34 of this Plan.

## EXECUTIVE SUMMARY

This report is in compliance with Management Directive 714, which requires an annual accomplishment report and update. The accomplishment report provides a statistical analysis of the Marine Corps Combat Development Command work-force, progress made in achieving objectives and action items, and noteworthy activities and initiatives implemented during fiscal year 1989.

A review of the organization and resources revealed that adequate resources are committed to the Equal Employment Opportunity (EEO) program.

The representation of EEO groups when compared to the previous year reveals an increase for White women (549 to **578**), Black men (141 to 156) and women (80 to **102**), and Asian/Pacific Islander women (2 to 10). The percent of representation of Black men increased from 10.6% to **11.0%**, Black women increased from 6.0% to **7.2%**, and Asian/Pacific Islander women increased from .2% to **.7%**. However, there was a decrease in the percent of Hispanics, Native Americans, and White women from 1.4% to **.6%**, **.9%** to **.6%**, and 41.3% to 40.8% respectively. The representation of all EEO groups when compared to the civilian labor force (CLF) reveals that White women and Native American men and women are above the 1980 CLF percentage. The overall analysis by grade groupings shows that there is no underrepresentation of Black women in grade group **GS1-4**, Hispanic men, Native American men, and Asian/Pacific Islander (A/PI) men **GS13-14**, **A/IP** women **GS1-4**, Native American women **GS1-4**, 5-8, and 9-12. The work-force percentage representation change of EEO groups was most significant in the following occupational categories:

	FY88	FY89	CHANGE
PROFESSIONAL -			
White Women	59.6%	61.8%	<b>+2.2%</b>
Asians/Pacific Islander	<b>.7%</b>	1.3%	<b>+0.6%</b>
ADMINISTRATIVE -			
Blacks	6.2%	10.5%	<b>+4.3%</b>
TECHNICAL -			
Blacks	10.2%	11.4%	<b>+1.2%</b>
Asians/Pacific Islanders	<b>-0-</b>	<b>.7%</b>	<b>+0.7%</b>
CLERICAL -			
Blacks	11.7%	13.5%	<b>+1.8%</b>
Asians/Pacific Islanders	<b>-0-</b>	2.6%	<b>+2.6%</b>
FIREFIGHTERS/GUARDS -			
White Women	1.6%	3.3%	<b>+1.7%</b>
BLUE COLLAR -			
White Women	1.4%	5.2%	<b>+3.8%</b>
Hispanics	<b>-0-</b>	<b>.2%</b>	<b>+0.2%</b>

The activities and initiatives accomplished by the close of fiscal year 1989 provide the momentum that is needed to fully accomplish the objectives within the Affirmative Employment Program (AEP) Plan.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENTS REPORT

FOR FISCAL YEAR 1989

- =====
- \* SUMMARY ANALYSIS OF WORK-FORCE
  - \* ACCOMPLISHMENT REPORT ON OBJECTIVES AND ACTION ITEMS
  - \* NOTEWORTHY ACTIVITIES AND INITIATIVES
- =====

Marine Corps Combat Development Command  
NAME OF ORGANIZATION

Quantico. Virginia 22134  
ADDRESS OF ORGANIZATION

ORGANIZATIONAL LEVEL: AGENCY MOC REGION  
COMMAND INSTALLATION X HEADQUARTERS

NUMBER OF EMPLOYEES COVERED BY PLAN: (As of 30 Sept 88)  
TOTAL 1329 PROFESSIONAL 151 ADMINISTRATIVE 274  
TECHNICAL 157 CLERICAL 256 OTHER 64 BLUE COLLAR 427

SANDIE L. FRIEDLAND 640-3337  
NAME OF CONTACT PERSON/PERSON PREPARING FORM PHONE NO.

GAIL M. REALS, COMMANDING GENERAL, MARINE CORPS BASE,  
MARINE CORPS COMBAT DEVELOPMENT COMMAND  
NAME AND TITLE OF PRINCIPAL EEO OFFICIAL

Gail M. Reals 30 Jan '90  
SIGNATURE OF PRINCIPAL EEO OFFICIAL DATE

GAIL M. REALS, COMMANDING GENERAL, MARINE CORPS BASE,  
MARINE CORPS COMBAT DEVELOPMENT COMMAND  
NAME/TITLE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL

\_\_\_\_\_  
SIGNATURE OF HEAD OF ORGANIZATION OR DESIGNATED OFFICIAL  
CERTIFIES THAT THIS REPORT IS IN COMPLIANCE WITH  
EEOC-MD-714

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

=====

FY 89 ANALYSIS OF WORK-FORCE

The analysis for fiscal year (FY) 1989 will highlight significant changes in the Marine Corps Combat Development Command **work-force**. A comparative analysis of the work-force for the current year and previous year was conducted. An analysis of the **work-force** was conducted by occupational categories, grade groupings, and major occupations.

FY 1988 AND FY 1989 WORK-FORCE COMPARISON

A comparative analysis of the Command's FY 1988 and FY 1989 **work-force** showed an increase in the total population from 1,329 to 1,415 **(+86)**. The employment of women increased from 649 to 699 **(+50)**. White women increased by 29 from 549 to 578. Black men increased by 15 from 141 to 156. There was also an increase of Black women from 80 to 102 **(+22)**. Asians/Pacific Islander women and Native American women also increased from 7 to 13 **(+6)**. However, there was a 50% decrease in the number of Hispanics from 18 to 9 **(-9)** as well as a decrease of 3 Asians/Pacific Islander men and 1 Native American man bringing their total number of 13 in 1988, down to 8 by the end of FY 89.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

=====

PROFESSIONAL

	<u>1980 CLF</u>	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>
White Women	26.85%	59.6%	61.8%	+ 2.2%
Blacks	5.12%	7.3%	5.9%	- 1.4%
Hispanics	3.30%	1.3%	1.3%	NO CHANGE
Other *	3.99%	1.3%	2.0%	+ 0.7%

\* Includes Asian/Pacific Islanders and Native Americans

In the Command's Professional category the percent of White women and Blacks continue to exceed their representation in the civilian labor force (CLF).

Hispanics and Asians Pacific Islanders and Native Americans remain below their representation in the CLF. However, although below the CLF there was **+0.7%** change in the percent of other minorities during this time frame. The Affirmative Employment Program Plan (FY89) identified Hispanic men, Asians/Pacific Islanders and Native American men as being conspicuously absent within this category. The conspicuous absence remains. Hispanic women in Teaching (series 1710) positions are 91% of their percent representation in the CLF which is only a slight manifest imbalance. In FY 1988, 11.4% of the Command's work-force was in this category. By the close of FY 1989, it had decreased to 10.7%.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT  
SUMMARY ANALYSIS OF WORK-FORCE

=====

ADMINISTRATIVE

	<u>1980 CLF</u>	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>
White Women	26.57%	48.5%	50.7%	+ 2.2%
Blacks	15.6%	6.2%	10.5%	+ 4.3%
Hispanics	2.2%	2.9%	1.9%	- 1.0%
Other *	2.0%	3.3%	1.4%	- 1.9%

\* Includes Asian/Pacific Islanders and Native Americans

In the Command's Administrative category all groups except white women are below their representation in the civilian labor force (CLF). However, there was a 2.2% change from 1988 to 1989 in their representation in this occupational category. White women continue to be over represented in administrative positions while Hispanics and other minorities continue to be underrepresented. In 1988, 20.6% (274 of 1329) of the Command's work-force was in the Administrative occupational category. By the end of FY89 the percent decreased to 14.8%. Most noteworthy is that Blacks increased in this category while the overall number and percentage of employees in this occupational category decreased. Hispanics and other minorities decreased from 2.9% to 1.9% and 3.3% to 1.4% respectively. The decrease in both of these groups brought their representation below the CLF whereas, in 1988, they were both above the CLF.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

=====

TECHNICAL

	<u>1980 CLF</u>	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>
White Women	28.8%	64.3%	67.8%	+ 3.5%
Blacks	25.8%	10.2%	11.4%	+ 1.2%
Hispanics	2.6%	3.2%	<b>.7%</b>	<b>- 2.5%</b>
Other	2.8%	<b>-0-</b>	1.3%	+ 1.3%

In the Command's Technical occupational category, which is 10.5% (149 of 1415) of the Command's total work-force, all groups except White women are below their representation in the CLF. However, Blacks and other minorities increased from 10.2% to 11.4% and -0- to 1.3% respectively by the close of FY89. Hispanics decreased from 3.2% (5 of 157) to **.7%** (1 of 149) bringing the Command to 'conspicuous absence' status from the fully represented status enjoyed at the close of FY88.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

CLERICAL

	<u>1980 CLF</u>	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>
White Women	41.4%	85.2%	81.0%	- 4.2%
Blacks	35.9%	11.7%	13.5%	+ 1.8%
Hispanics	2.6%	1.2%	.3%	- 0.9%
Other (*)	2.4%	.8%	3.0	+ 2.2%

\* Includes Asian/Pacific Islanders and Native Americans

In the Command's Clerical occupational category, which is 21.6% (305 of 1415) of the Command's total work-force, two groups (Blacks and Hispanics) continue to be underrepresented as compared to their representation in the civilian labor force (CLF). However, since FY88 Blacks increased from 30 (11.7%) to 41 (13.5%) within this occupational category. By the close of FY89 a 350% increase was achieved in other minorities moving the Command from .8% representation (2 of 256) to 3.0% (9 of 305) a .6% above their representation in the CLF (2.4%). Hispanics decreased from 1.2% (3 of 256) to .3% (1 of 305) placing the Command in a position of being 2.3% below their representation in the CLF (2.6%) by the close of FY89.

ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

=====

OTHERS (FIREFIGHTER/GUARD)

	<u>1980 CLF</u>	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>
White Women	7.8%	1.6%	3.3%	+ 1.7%
Blacks	32.1%	3.2%	3.2%	NO CHANGE
Hispanics	2.0%	-0-	-0-	NO CHANGE
Other (*)	1.5%	1.6%	-0-	- 1.6%

\* Includes Asian/Pacific Islanders and Native Americans

In the Command's Firefighter/Guard occupational categories there is underrepresentation of all groups. These occupations were 4.3% (61 of 1415) of the Command's total work-force at the close of FY89 as compared to 4.8% (64 of 1329) the previous fiscal year. While there was a reduction in both the number and percent of employees in these occupations there was a 100% increase in white women from 1.6% (1 of 64) in FY88 to 3.3% (2 of 61) by the end of FY89. The number and percent of Blacks remained stable at 3.2%. Hispanics continue to be conspicuously absent in these categories. The percent of other minorities decreased from 1.6% (1 of 64) to -0- (-0- of 61) by the close of FY89.

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EEOC FORM 568 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
ANNUAL AFFIRMATIVE EMPLOYMENT PROGRAM ACCOMPLISHMENT REPORT

SUMMARY ANALYSIS OF WORK-FORCE

BLUE COLLAR

	<u>1980 CLF</u>	<u>198'8</u>	<u>1989</u>	<u>CHANGE</u>
Semi-Skilled				
White Women	7.5%	3.0%	10.7%	+ 7.7%
Black	33.3%	52.7%	42.5%	- 10.2%
Hispanic	2.9%	-0-	.4%	+ 0.4%
Other*	2.4%	2.4%	.8%	- 1.6%
Journeyman				
White Women	7.5%	-0-	-0-	NO CHANGE
Black	33.3%	23.2%	20.0%	- 3.2%
Hispanic	2.9%	-0-	-0-	NO CHANGE
Other*	2.4%	1.1%	.9%	- 0.2%
Leader				
White Women	7.5%	-0-	-0-	NO CHANGE
Black	33.3%	13.3%	20.7%	+ 7.4%
Hispanic	2.9%	-0-	-0-	NO CHANGE
Other*	2.4%	-0-	-0-	NO CHANGE
Supervisor				
White Women	7.5%	2.6%	2.3%	+ 0.3%
Black	33.3%	21.1%	25.6%	+ 4.5%
Hispanic	2.9%	-0-	-0-	NO CHANGE
Other-k	2.4	-0-	-0-	NO CHANGE

In the Blue Collar category, the EEO groups below the civilian labor force (CLF) are:

Semi-Skilled - Hispanic and Other minorities  
Journeyman - All EEO groups  
Leader - All EEO groups  
Supervisor - All EEO groups

	<u>PERCENT OF</u>	<u>COMMAND'S</u>	<u>BLUE COLLAR</u>	<u>WORK-FORCE</u>
	<u>1988</u>	<u>1989</u>	<u>CHANGE</u>	
Semi-Skilled	39.6%	46.8%	+ 7.2%	
Journeyman	44.5%	39.9%	- 4.6%	
Leader	7.0%	5.3%	- 1.7%	
Supervisor	8.9%	8.0%	-0.9%	

EEOC FORM 568 (8/87)

\* Asian/Pacific Islander and Native Americans

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB - Sept 1988 as compared to Sept 1989

OCCUPATIONAL CATEGORY	TOTAL ALL	WHITE		BLACK		HISPANIC		OTHER (1)	
		MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #	MALE #	FEMALE #
PROFESSIONAL	SEP 88	48	90	5	6	1	1		2
	SEP 89	44	94	3	8	1	1	1	2
+ or - Diff		+1	(-2)	(-2)	-	-	-	+1	-
ADMINISTRATIVE	SEP 88	107	133	5	12	4	4	6	3
	SEP 89	74	106	8	14	2	2	2	1
+ or - Diff		(-33)	(-27)	+3	+2	(-2)	(-2)	(-4)	(-2)
TECHNICAL	SEP 88	35	101	2	14		5		
	SEP 89	30	101	3	14		1	1	1
+ or - Diff		(-5)	0	+1	-		(-4)	+1	0
Clerical	SEP 88	3	218	2	28		3		4
	SEP 89	7	247	2	39		1		5
+ or - Diff		+4	+29	-	+11		(-2)		+1
OTHER	SEP 88	50	1	1	1		1	1	
	SEP 89	57	2	1	1				
+ or - Diff		-3	+1	-	-			(-1)	
TOTAL (Both PATCO and Blue Collar)	SEP 88	521	549	141	80	5	13	11	7
	SEP 89	549	578	156	102	3	6	8	13
+ or - Diff		+28	+29	+15	+22	(-2)	(-7)	(-3)	+6
Percent increase/decrease									

EEOC FORM 569 (8/87) (Modified)

( # ) = Decrease

(1) = American Indian, Asian and Pacific Islanders

DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB - Sept 1988 as compared to Sept 1989

OCCUPATIONAL LEVEL		TOTAL	WHITE		BLACK		HISPANIC		OTHER (1)	
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
			#	#	#	#	#	#	#	#
SEMI-SKILLED	SEP 88	169	71	5	74	15			4	
	SEP 89	252	115	27	84	23		1	2	
	+ or - Diff	+83	+44	+22	+10	+8		+1	(-2)	
JOURNEYMAN	SEP 88	190	144		42	2			2	
	SEP 89	215	170		40	3			2	
	+ or - Diff	+25	+26		(-2)	+1				
LEADER	SEP 88	30	26		4					
	SEP 89	29	23		6					
	+ or - Diff	(-1)	(-3)		+2					
SUPERVISOR	SEP 88	38	29	1	6	2				
	SEP 89	43	31	1	9	2				
	+ or - Diff	+5	+2		+3					
TOTALS	SEP 88	427	270	6	126	19			6	
	SEP 89	539	339	28	139	28		1	4	
	+ or - Diff	+112	+69	+22	+13	+9		+1	(-2)	

EEOC FORM 569 (8/87) (Modified)

(1) American Indian, Asian and Pacific Islanders

(#) = Decrease

PERCENT DISTRIBUTION OF EEO GROUPS AND COMPARISON BY PATCOB - Sept 1988 as compared to Sept 1989

OCCUPATIONAL CATAGORY		TOTAL ALL	WHITE		BLACK		HISPANIC		OTHER (1)	
			MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
			%	%	%	%	%	%	%	%
PROFESSIONAL	SEP 88	100	30.5	59.6	3.3	4.0	.66	.66		1.3
	SEP 89	100	(28.9)	61.8	(2.0)	4.0	.66	.66	.66	1.3
CLF *		/////	60.6	26.9	2.3	2.8	2.2	1.1	2.7	1.4
ADMINISTRATIVE				48.5	1.8	4.4	1.5	1.5	2.2	1.1
	SEP 88	100	(39.4)	50.7	3.8	6.7	(1.0)	(1.0)	(1.0)	(.5)
CLF		/////	53.9	26.2	7.6	8.0	1.5	.7	1.3	.7
TECHNICAL	SEP 88	100	32.3	64.3	1.3	8.9		3.2		
	SEP 89	100	(18.8)	67.8	2.0	9.4		(.7)	.7	.7
CLF		/////	39.8	28.8	10.6	15.2	1.5	1.0	1.7	1.1
CLERICAL	SEP 88	100	1.2	85.2	.8	10.9		1.2		.8
	SEP 89	100	2.3	(81.0)	(.7)	12.8		.3		2.9
CLF		/////	17.5	41.4	9.5	26.4	1.0	1.5	.6	1.9
OTHER (Firefighters)	SEP 88	100	93.8	1.6	1.6	1.6			1.6	
	SEP 89	100	(93.4)	3.3	1.6	1.6			( )	
CLF		/////	56.4	7.8	26.4	5.7	1.8	.2	1.3	.1

EEOC FORM 569 (8/87) (Modified)

( # ) = Decrease (1) = American Indian, Asian and Pacific Islanders

\* CLF = Civilian Labor Force

NUMBER/PERCENT WORK FORCE BY PAY PLAN AS OF 30 September 1989

PAY PLAN	TOTAL #	MEN		WOMEN		WHITE		BLACK		HISPANIC		AA/PI		NATIVE AMERICAN	
		#		#		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
GS	724 PERCENT	178 24.4	546 75.4			161 22.2	460 63.5	13 1.8	7 9.7	2 .3	4 .6	2 3	9 1.2		3 .4
GM	45 PERCENT	36 80.0	9 20.0			30 66.7	9 20.0	3 6.7		1 2.2		1 2.2		1 2.2	
AD (1710)	104 PERCENT	20 19.2	84 80.8			19 18.3	78 75.0	1 1.0	4 3.8	1 1.0			1 1.0		
AD (1410)	3 PERCENT		3 100												
TOTAL	876 PERCENT	234 26.7	642 73.3			210 24.0	550 62.8	17 1.9	74 8.4	3 .3	5 .6	2 2	10 1.1	1 1	2 2
WG	467 PERCENT	413 88.4	54 11.6			285 61.0	27 5.8	124 26.6	26 5.6	1 .2				4 .9	
WL	29 PERCENT	29 100				23 79.3		6 20.7							
WS	43 PERCENT	40 93.0	3 7.0			31 72.1	1 2.3	9 20.9	2 4.7						
TOTAL	539 PERCENT	482 89.4	57 10.6			339 62.9	28 5.2	139 25.8	28 5.2	1 .2				4 .9	

TOTAL WHITE COLLAR AND BLUE COLLAR

1,415	716	699	549	578	156	102	3	6	3	10	5	3
PERCENT	50.4	49.4	38.8	40.8	11.0	7.2	2	4	2	7	4	2

PERCENT OF WORK FORCE BY PATCOB AS COMPARED TO PERCENT WITHIN THE CLF\*

AS OF: 30 Sept 89

OCCUPATIONAL CATEGORY	TOTAL #	WHITE		BLACK		HISPANIC		ASIAN AMERICAN/ PACIFIC ISLANDER		NATIVE AMERICAN	
		MEN %	WOMEN %	MEN %	WOMEN %	MEN %	WOMEN %	MEN %	WOMEN %	MEN %	WOMEN %
Professional (ALL) *Civilian Labor Force	152	(28.9) 60.6	61.8 26.9	(2.0) 2.3	3.9 2.8	(.7) 2.2	(.7) 1.1	(.7) 2.5	(.7) 1.1	( ) .2	.7 .3
Administrative *Civilian Labor Force	209	(35.4) 53.9	50.7 26.2	(3.8) 7.6	(6.7) 8.0	(1.0) 1.5	1.0 .7	(.5) 1.1	( ) .6	.5 .2	.5 .1
Technical *Civilian Labor Force	149	(18.8) 39.8	67.8 28.8	(2.0) 10.6	(9.4) 15.2	( ) 1.5	(.7) 1.0	(.7) 1.6	(.7) 1.0	( ) .1	( ) .1
Clerical *Civilian Labor Force	305	(2.3) 17.5	81.0 41.4	(.7) 9.5	(12.8) 26.4	( ) 1.0	(.3) 1.5	( ) .5	2.6 1.6	( ) .1	.3 .3
Firefighters/Guards *Civilian Labor Force	61	93.4 56.4	(3.3) 7.8	(1.6) 26.4	(1.6) 5.7	( ) 1.8	( ) .2	( ) 1.1	( ) .1	( ) .2	( ) 00
Blue Collar *Civilian Labor Force	539	62.9 53.6	(5.2) 7.5	(25.8) 28.2	5.2 5.1	( ) 2.3	(.2) .6	( ) 1.4	( ) .7	.7 .3	00

( ) = Below Civilian Labor Force

PATCOB = Professional, Achinistrative, Technical, Clerical, Other, Blue Collar

NUMBER EMPLOYEES ON BOARD  
(FULL TIME)

As OF: 30 Sept 89

OCCUPATIONAL CATEGORY	TOTAL		WHITE		BLACK		HISPANIC		AA/PI		NA	
	M	W	M	W	M	W	M	W	M	W	M	W
Professional	49	103	44	94	3	6	1	1	1	1		1
Administrative	86	123	74	106	8	14	2	2	1		1	1
Technical	32	117	28	101	3	14		1	1	1		
Clerical	9	296	7	247	2	39		1		8		1
Other *	58	3	57	2	1	1						
Blue Collar	482	57	339	28	139	28		1			4	
TOTAL (#)	716	699	549	578	156	102	3	6	3	10	5	3
PERCENT (%)	51	49	39	41	11	7	.2	.4	.2	.7	.4	.2
* Firefighters/Guards												
*****												
Professional												
(Scientists & Engineers)												
5-8	1		1									
9-12	8	3	7	3					1			
13-15	5		5									
Professional (Teachers)												
(Series 1710)	20	84	19	78	1	4		1		1		
Professional (Other)												
(Series 1410)		3		3								
5-8		1		1								
9-12	8	12	7	9	1	2						1
13-15	6	1	5	1			1					
Administrative												
5-8	9	25	9	20		3		1				1
9-12	53	89	45	77	6	11	2	1				
13-15	24	9	20	9	2				1		1	
Technical (Engineer/Scientist)												
5-8	3	2	2	2	1							
9-12	14	1	12		1	1			1			
Technical (Other)												
1-4	1	22	1	20		2						
5-8	6	88	6	75		11		1		1		
9-12	8	4	7	4	1							
Clerical												
1-4	1	159	1	124		25		1		8		1
5-8	8	136	6	122	2	14						
9-12		1		1								
Firefighters/Guards												
1-4		2		1		1						
5-8	53	1	52	1	1							
9-12	5		5									
Blue Collar												
Semi-Skilled	73	10	53	5	20	5						
Journeyman	163	2	132		30	2					1	
Leaders	23		20		3							
Supervisors	122	1	19		3	1						
Oper/Service Workers												
Semi-Skilled	128	41	62	22	64	18		1			2	
Journeyman	49	1	38		10	1					1	
Leaders	6		3		3							
Supervisors	18	2	12	1	6	1						

# CONSPICUOUS ABSENCE/MANIFEST IMBALANCE INDEX

AS OF: 30 September 1989

OCCUPATIONAL CATEGORY	TOTAL #	WHITE		BLACK		HISPANIC		AA/PI**		NA***	
		M %	W %	M %	W %	M %	W %	M %	W %	M %	W %
PROFESSIONAL	152	(48)	230	87	139	(32)	64	(28)	64	( )	233
ADMINISTRATIVE	209	66	194	50	84	67	142	(45)	( )	250	500
TECHNICAL	149	(47)	235	(19)	62	( )	70	(44)	70		
CLERICAL	305	(13)	196	(7)	(48)	( )	(20)	( )	163		100
OTHERS	61	166	(42)	(6)	(28)	( )		( )			
BLUE COLLAR	539	117	69	91	102	( )	(33)	( )	( )	233	

" 0 - 49 % = Conspicuous Absence (#)  
 50 - 99 % = Manifest Imbalance  
 100 and above = No Underrepresentation

Index figures determined by dividing  
 % of MCCDC Work force by % Civilian  
 Labor Force.

\*\* = Asian American/Pacific Islander

\*\*\* = Native American

CATEGORY/GRADE											
Professional											
Scientists/											
Engineers 5-8	1	165									
9-12	11	105	101	( )	( )	( )	( )	364	( )		
13-15	5	165	( )	( )	( )						
Teachers (1710)	104	(30)	279	(43)	136	( )	91	( )	91	( )	( )
Others (1410) 00	3	( )	272								
5-8	1		372								
9-12	20	58	167	217	357	( )	( )	0	0		1667
13-15	7	118	55	( )	( )	650					
Administrative											
5-8	34	(49)	224	( )	110	( )	414	( )	( )		2900
9-12	142	59	207	55	96	93	100				
13-15	33	112	104	80	( )	( )		272	( )	1500	
Technical 5-8	5	101	139	188	( )	( )					
9-12 (Engr/Sci)	15	201		63	44	( )		418			
Other Tech 1-4	23	( 11)	302	( )	57	( )	( )	( )	( )		
5-8	94	(16)	277	( )	77	( )	110	( )	110		
9-12	12	146	116	78	( )	( )	( )	( )	( )		
Clerical 1-4	160	(3)	187	( )	59	( )	40	( )	312		200
5-8	144	(24)	205	(15)	(37)	( )	( )	( )			
9-12	1		241								
Other											
(Firefighters/											
Guards) 1-4	2		641	7	877						
5-8	54	171	(23)	( )	( )	( )		( )			
9-12	5	177	( )		( )						
Blue Collar											
Semi-Skilled	83	119	80	85	118	( )	( )	( )	0		
Journeyman	165	149	( )	65	(24)	( )	( )	( )	0		
Leaders	23	162	( )	(46)	( )	( )	( )	0	( )		
Supervisors	23	154	( )	(46)	84	( )	( )	0	( )		
Operators/											
Service Wkrs											
Semi-Skilled	169	68	173	134	210	( )	100	( )	( )	400	
Journeyman	50	142	( )	71	(39)	( )	( )	0	0		
Leaders	6	93	( )	177	( )	( )					
Supervisors	20	112	67	106	98	( )	0	0	0		

TOTAL AFFIRMATIVE ACTIONS REQUIRED TO REACH PARITY /AFFIRMATIVE ACTION GOALS FISCAL YEARS 90, 91, 92

OCCUPATIONAL CATEGORIES	WHITE	BLACK		HISPANIC		AA/PI***		NA ****		TOTAL
	Women	M*	W**	M	W	M	W	M	W	
	#	#	#	#	#	#	#	#	#	
Professional (Teachers)		1		2		3		1		7
Professional (Other)					1		1			2
Administrative		8	3	1		1	1			14
Technical		13	9	2		1				25
Clerical		27	42	3	4	2				78
Firefighters/Guards	3	15	2	1		1				22
Blue Collar										
Semi-Skilled	1	3		2		1				7
Journeyman	12	17	6	4	1	2	1	1		44
Leader	2	3	1	1						7
Supervisor	2	3		1						6
Operators/Service Workers										
Semi-Skilled				4		1	1			6
Journeyman	4	4	2	1		1				12
Leaders	1									1
Supervisors	1									1
<b>TOTAL</b>	<b>26</b>	<b>94</b>	<b>65</b>	<b>22</b>	<b>6</b>	<b>13</b>	<b>4</b>	<b>2</b>		<b>232</b>
AFFIRMATIVE ACTION GOALS										
FISCAL YEAR 90	4	10	15	6	2	4	1			42
(1) SEE 91	8	12	18	8	2	4	1	1		53
FOOTNOTE 92	8	15	25	8	2	5	2	1		66
<b>TOTAL</b>	<b>20</b>	<b>37</b>	<b>58</b>	<b>22</b>	<b>6</b>	<b>13</b>	<b>4</b>	<b>2</b>		<b>162</b>
Percent of Goal	77	39	89	100	100	100	100	100		70

(1) See Affirmative Action Goals by PATCOB and Fiscal Year Chart for specific occupational categories of goals.

Women

\*\*\* Asian American/Pacific Islander

\*\*\*\* Native American

**AFFIRMATIVE ACTION GOALS BY PATCOB AND FISCAL YEARS (1990, 1991 and 1992)\***

Occupational Category	FISCAL YEAR	White Women			Black Men			Black Women			Hispanic Men			Hispanic Women			AA/PI Men			AA/PI Women			NA Men			NA Women		
		90	91	92	90	91	92	90	91	92	90	91	92	90	91	92	90	91	92	90	91	92	90	91	92	90	91	92
(1) Professional (Teachers)											1	1					1	1	1					1**			1**	
(2) Professional (Other)														1								1						
(3) Administrative					1	2	1	1	2		1				1					1	1							
(4) Technical					1	2	4	1	2	3		2					1	1										
(5) Clerical					1	1	1	1	1	10	18		2		1	2			1									
(6) Firefighters/Guards		1	1	1	1	2		3		1		1							1									
Blue Collar Semi-Skilled					2	1					1	1					1											
Journeyman	1	3	5		2	2	4	1	2	3	1	2		1				2			1				1			
Leader	1	1			1	1	1		1		1	1																
Supervisor	1	1	1									1																
Operators/Service Worker Semi-Skilled											1	2	1				1	1	1									
Journeyman	1	1	1		1	1	1	1	1				1															
Leader		1																										
Supervisor																												

**SERIES:**

- (1) 1710
- (2) 401, 460, 801, 1015, 1410, 1515
- (3) 18, 28, 30, 80, 132, 188, 201, 212, 230, 233, 235, 260, 301 (Grades 11-18), 334, 341, 342, 343, 345, 346, 501 (Grades 11-18), 505, 560, 950, 1001, 1035, 1071, 1083, 1084, 1101, 1102, 1144, 1173, 1601, 1640, 1654, 1667, 1712, 1812, 2001, 2003, 2130
- (4) 189, 203 (Grades 1-5), 301 (Grades 1-10), 303 (Grades 6-18), 332, 335 (Grades 7-18), 462, 503, 525 (Grades 4-18), 561, 802, 856, 992, 1001, 1010, 1016, 1020, 1105, 1152, 1311, 1411, 1670 (Grades 1-10), 1702, 2005 (Grades 7-18), 2102, 2135
- (5) 86, 203 (Grades 1-5), 204, 303 (Grades 1-5), 305, 312, 318, 319, 322, 335, 344, 356, 382, 501 (Grades 1-6), 503, 525 (Grades 1-3), 530, 540, 544, 545, 986, 1087, 1106, 2005 (Grades 1-6), 2091, 2132, 2134
- (6) 81, 85

\* Providing Vacancies are available for recruitment action.

\*\* Either n-an or woman

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

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PROGRAM ANALYSIS - ORGANIZATION AND RESOURCES - PAGE 1

The Marine Corps Combat Development **Command's** Equal Employment Opportunity Office is functionally located under the Director, Manpower Division who has responsibility for planning, coordinating, and supervising functions relating to military and civilian personnel management.

The EEO Office provides EEO Program/Affirmative Action Plan services to organizational elements within the Marine Corps Combat Development Command as well as tenant organizations having diversified functions and located at the Marine Corps Base, Quantico.

The Deputy Equal Employment Opportunity Officer (DEEOO) is under the immediate supervision of the Director, Manpower Division, however, has direct access to the EEO Officer.

EEO OFFICE STAFFING:

The EEO Office has a staff complement of three full-time permanent civilian employees. There are seven (7) employees who serve, by collateral duty appointment, as EEO Counselors as further discussed below. In addition, ADHOC Committees are established as needed to plan, develop, and execute special observance programs during special observance weeks/months e.g., Black History Month.

EEO COUNSELORS:

EEO counselors are appointed, in writing, on a collateral duty basis. In addition, each counselor, his/her immediate supervisor and the DEEOO have signed Memorandums of Understanding regarding the counselor's collateral duty appointment. All counselors have been provided training in counseling techniques and fact-finding

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

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PROGRAM ANALYSIS - ORGANIZATION AND RESOURCES - PAGE 2

EEO COUNSELORS (continued):

and analysis. The DEE00 provides verbal as well as written guidance to counselors regarding policies, practices, and administrative procedures for precomplaint activities. However, some counselors are having difficulty in the fact-finding/analysis process. This problem will be resolved through additional specialized training. At present there is a lack of timely BASIC Counselor training available for newly appointed EEO Counselors.

EEO ADP SUPPORT:

A further demonstration of the Command's interest in, and commitment to, achieving the goals and objectives of the EEO Program was the installation of three personal computers in the EEO Office. This action has significantly increased staff efficiency and provides a state-of-the-art capability in both word processing and statistical analysis.

PARTICIPATION BY DEE00 ON BOARDS/COMMITTEES:

The DEE00 serves as primary advisor to the Chairman, Performance Review Board regarding senior level management EEO performance standards development and evaluation.

EEO OFFICE FISCAL RESOURCES:

The EEO Office maintains control of its own operating budget. Funds are provided for EEO staff training, program travel expenses, and program development. While there has been a budget decrease this fiscal year, remaining funds will be sufficient to cover general office administration needs anticipated at this time.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - ORGANIZATION AND RESOURCES

The analysis revealed the following problems:

(1) There is a need for better understanding of, and support for, EEO program objectives at the functional element level.

(2) There is a need to provide EEO Counselors specialized training in fact-finding and analysis.

(3) There is a need to ensure that employees within the Command are aware of the existence, purpose, and functions of the Command's EEO Committee.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: ORGANIZATION AND RESOURCES - PAGE 1

PROBLEM/BARRIER STATEMENT: There is a need for better understanding of, and support for, EEO program objectives at the functional element level.

OBJECTIVE: To create an environment in which functional elements more fully understand and participate in the planning, development, and execution of EEO Program goals/objectives so that greater success is realized in achieving EEO program goals.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Continue to work with EEO Representatives in developing and assessing the status of EEO Program goals and objectives.	DEE00 SEPM	Quarterly <b>FY90-92</b>
Provide recommendations to Directors which would improve their organizations' EEO posture.	DEE00 EEO Reps SEPM	Quarterly <b>FY90-92</b>
Report accomplishments and/or shortfalls in achieving organizational EEO goals and objectives.	DEE00 EEO Reps SEPM	31 Mar and 30 Sept <b>FY90-92</b>
Conduct training for EEO Representatives, supervisors and managers.	DEE00	As needed
Work with the DEE00 in planning, developing, revising, and evaluating the <b>Command's</b> Affirmative Employment Program Plan for Minorities and Women.	EEO Reps Dir, Civ Pers SEPM FEORP Coord EEO Committee EEO Counselors	Quarterly <b>FY90-92</b>     (ADVISORY ONLY)

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: ORGANIZATION AND RESOURCES - PAGE 2

PROBLEM/BARRIER STATEMENT: EEO Counselors need specialized training in fact-finding and analysis.

OBJECTIVE: To ensure the Command has an EEO Counselor Staff that is efficient and effective in carrying out their duties and responsibilities and that newly appointed EEO Counselors receive timely and specialized Basic training.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Conduct specialized training in fact-finding and analysis.	DEE00	3 QTR <b>FY90</b>
Attend training as scheduled.	EEO Counselors	As scheduled

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: ORGANIZATION AND RESOURCES - PAGE 3

PROBLEM/BARRIER STATEMENT: There is a need to ensure that employees within the Command are aware of the existence, purpose, and functions of the Command's EEO Committee.

OBJECTIVE: To create an open and communicative EEO environment within the Command as well as the local community.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Publish an EEO Committee Poster and distribute throughout the Command.	DEE00	1 Mar <b>1990</b>
Ensure that the EEO Committee Poster is posted on all official bulletin boards located in each Division.	Directors	15 Mar 1990

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

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PROGRAM ANALYSIS - DISCRIMINATION COMPLAINTS

To ensure the proper execution of actions associated with precomplaint processing, seven collateral duty EEO counselors have been appointed by Command letter. A description of Counselor duties and responsibilities has been added to each of the Counselor's position descriptions and a Memorandum of Understanding (MOU) between the DEEOO, the EEO counselor, and the EEO counselor's immediate supervisor is on record. EEO counselors have received formal training and the DEEOO has provided written guidance to counselors and periodically holds a meeting with the counselors at which time additional technical guidance is provided.

Future training plan for counselors include such subjects as Merit Staffing, Employee Relations, Negotiating Skills, **Fact-Finding Techniques**, etc. In addition, counselor's are currently being trained on how to use the personal computer, in the EEO Office, to prepare their reports of EEO counseling.

To provide employees/applicants information regarding complaint procedures a poster was developed and is posted on all official bulletin boards throughout the Command. The poster includes a full description of the complaints procedures (both formal and precomplaint), a photograph of the EEO Officer, DEEOO, Special Emphasis Programs Manager and EEO Counselors. A lead EEO counselor has been designated who provides nontechnical advice and guidance to the counselors in the performance of their assigned counseling duties and is responsible for assigning counselors to individuals seeking counseling services. This procedure ensures that each of the counselors is fully utilized rather than overextending one particular counselor. The DEEOO is available to the EEO counselors for technical advice and/or direction.

As directed by the Secretary of the Navy, the Marine Corps established a goal of resolving 90 percent of all allegations of employment discrimination through the informal resolution process. This fact has been included in EEO training for supervisors and managers. In addition, this goal was presented by a point paper in May 1989, at the General officer's symposium. The Point Paper is also a matter of discussion between EEO Counselors and management officials as part of the counseling process.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - DISCRIMINATION COMPLAINTS

Although EEO counselors have received formal EEO counseling training, there remains a need to provide additional training in the areas of personnel policies, practices and procedures, **fact-** finding techniques, and report writing skills.

There can be no question that EEO case law (Title VII) has expanded, and that the roles/responsibilities and legal liabilities of supervisors are not clearly understood.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: DISCRIMINATION COMPLAINTS      PAGE 1

PROBLEM/BARRIER STATEMENT: EEO counselors need training in the areas of personnel practices, policies and procedures, **fact-** finding techniques, and EEO counselor report writing.

OBJECTIVE: To ensure that EEO counselors and the counseling services they provide are effective and productive.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Provide training to all EEO counselors on the following subjects:		
Employee Relations	DEE00	May 90
Fact-Finding Techniques		June 90
Negotiating Skills		Sept 90
Discrimination Complaints Processing System.	DEE00	As changes occur.
Assess additional EEO counselor training needs and arrange for or provide the necessary training.	DEE00	Annually

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: DISCRIMINATION COMPLAINTS - PAGE 2

PROBLEM/BARRIER STATEMENT: There can be no question that EEO case law (Title VII) has expanded, and that the roles/responsibilities and legal liabilities of supervisors are not clearly understood.

OBJECTIVE: To educate supervisors and managers regarding their roles and responsibilities and legal liabilities regarding EEO complaints of discrimination.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Conduct "EEO Discrimination Complaints Processing <b>System</b> " seminar for all supervisors/managers including newly appointed supervisors.	DEE00	Annually or As needed
Evaluate participant evaluations to determine effectiveness of seminar.	DEE00	Within 10 days after completion of Seminar
Provide participant evaluation results to Dir, Manpower Div.	DEE00	15 Jul 90 Annually
Distribute the Secretary of the <b>Navy's</b> objective to resolve at least 90 percent of discrimination complaints during the informal counseling stage.	DEE00  EEO counselors	During Supervisor EEO Training Upon contact with supervisor + managers in the conduct of EEO counseling

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

---

PROGRAM ANALYSIS - RECRUITMENT AND HIRING

Special recruitment programs are being utilized, however, additional emphasis is needed in this area.

The Command has a current and viable Federal Equal Opportunity Recruitment Plan (FEORP) in effect. However, once full ADP support (work-force statistics) is obtained and a more comprehensive analysis of the Command's work-force is made, the FEORP may require moderate to significant changes.

A process for determining the specific geographical area(s) from which applications for (appropriated fund) positions being advertised are being received has been established. This procedure should eventually provide sufficient data to pinpoint areas in which added emphasis, in recruiting minorities and women, should be placed. This data will also be used in modifying and revising the Command's FEORP. However, there is a need to establish and maintain a system of applicant flow data for School Teachers and Administrators in support of Unformed Guidelines on Employee Selection Procedures (UGESP).

The Command has not fully participated in community career information programs and conferences due to insufficient funds for job fair and conference fees.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - RECRUITMENT AND HIRING

Special emphasis employment programs such as: Summer Aide, **Stay-in-School**, Federal Junior Fellowship Program, Summer Employment, Federal Summer Intern Program, Vietnam Era Veterans Employment Assistance Program, Employment of the Physically Handicapped, Worker-Trainee Opportunities Program, Schedule B Appointment Authority, Internships, Upward Mobility, etc., need additional emphasis.

There is a need to establish a system of applicant flow data for School Teachers and Administrators in support of Uniformed Guidelines on Employee Selection Procedures (UGESP).

The Command has not fully participated in community career information programs and conferences such as League of United Latin American Citizens (LULAC); IMAGE, Federally Employed Women (**FEW**), Blacks in Government (BIG), Vocational Outreach Service (VOS), etc.

Rural duty location makes recruitment of qualified candidates difficult.

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: RECRUITMENT AND HIRING - PAGE 1

PROBLEM/BARRIER STATEMENT: Additional emphasis is needed to more fully participate in special employment programs.

OBJECTIVE: To provide individuals an opportunity to develop their present/potential skills, knowledge, and abilities and advance, through training and development, to positions which are commensurate with their capabilities.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Establish specific goals for utilization of special appointment authorities.	Directors	30 Jun 90, 91, and 92
Evaluate progress towards achieving established goals.	Directors DEE00	30 Sept 90 Annually
Evaluate effectiveness of special appointment authorities in correcting manifest imbalance of EEO groups.	DEE00	Semi-Annually
Provide feed-back to management officials on results of evaluation.	DEE00 EEO Reps	Semi-Annually Quarterly

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: RECRUITMENT AND HIRING - PAGE 2

PROBLEM/BARRIER STATEMENT: There is a need to establish a system of applicant flow data for School Teachers and Administrators in support of Uniformed Guidelines on Employee Selection Procedures (UGESP).

OBJECTIVE: To ensure that procedures utilized are not adversely affecting EEO groups.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Develop and maintain a system by which applicant flow may be analyzed.	Supt, QDSS	1 Jun 90
Analyze data to determine if procedures are resulting in adverse impact against EEO groups.	Supt, QDSS <b>DEEO</b>	1 Jun 91 and 1 Jun 92
Submit adverse impact reports to Director, Manpower <b>Divi-</b> sion, including specific actions that will be taken to eliminate adverse impact.	Supt, QDSS	1 Jun 91 and 1 Jul 92
Develop and maintain liaison with minority recruitment sources and solicit applications for vacancies.	Supt, QDSS	1 Jun 90
Conduct on-site recruitment at colleges and universities having significant minority enrollment.	Supt, QDSS	Annually during March
Evaluate actions taken toward eliminating imbalances of EEO groups with particular focus on series 1710.	Supt, QDSS DEEO0	31 Dec 90 Annually

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: RECRUITMENT AND HIRING - PAGE 3

PROBLEM/BARRIER STATEMENT: The Command has not fully participated in community career information programs and conference.

OBJECTIVES: To develop contact with community organizations, minorities, and women's professional organizations, other Federal agencies and academic institutions whose interests center around particular academic interest, professions, or educational fields which dovetail with the Command's short and long-range staffing needs.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Attend local and National conferences, to the extent feasible, that focus on the employment and advancement of minorities and women.	DEEOO/SEPM	Annually
Contact and develop rapport with various community organizations and other Federal agencies.	DEE00 SEPM FEORP Coord	Continuous
Participate in community sponsored Job Fairs.	Dir, Civ Pers Ofc DEE00	Annually as appropriate.

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: RECRUITMENT AND HIRING - PAGE 4

PROBLEM/BARRIER STATEMENT: Rural duty location is difficult to recruit for.

OBJECTIVE: To increase the number of qualified candidates (particularly minorities and women) being referred for consideration by selecting officials.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	DATE
When recruiting, focus on the Command's rural location as an 'advantage' rather than a 'disadvantage' i.e., minimal commuting congestion, no POV parking charges, convenient (to work site) parking, most buildings accessible to people with disabilities.	Dir, Civ Pers Ofc	As vacancies are advertised.
Increase media regarding the Command as a community employer through radio, television, newspapers and magazines particularly advertising as a community service.	Dir, Civ Pers Ofc	Quarterly
Participate in local and national community conferences and communicate the Command's affirmative employment policy and objectives.	DEEOO/SEPM	Annually

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: RECRUITMENT AND HIRING - PAGE 5

RURAL DUTY LOCATION (PAGE 4) CONTINUED:

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Establish rapport with and provide specialized literature to local and state Chambers of Commerce and local real estate offices for distribution to new members of the community.	Public Affairs Office DEE00	Annually and as needed

EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

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PROGRAM ANALYSIS - EMPLOYEE DEVELOPMENT PROGRAMS

While there is a formal Upward Mobility Program in place, additional emphasis is needed to more fully participate in the program. At present, participation is scattered and lacks consistency. Additional training is needed, not only on the benefits derived from participating in the program, but on how the program can serve to provide developmental opportunities for minorities and women with underutilized skills or potential to perform higher level work, particularly in underrepresented occupational categories. This issue is addressed under Recruitment and Hiring - Report of Objectives and Action Items.

The Command needs to increase its participation in other special programs (also addressed under Recruitment and Hiring - Report of Objectives and Action Items.)

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EEOC FORM 566 (8/87)

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - EMPLOYEE DEVELOPMENT PROGRAMS

Additional emphasis is needed to more fully participate in special employment programs. This problem is identified and discussed under Recruitment and Hiring. Actions planned for eliminating this problem are contained under Recruitment and Hiring - Report of Objectives and Action Items.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

PROGRAM ANALYSIS

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PROGRAM ANALYSIS - PROMOTIONS AND SEPARATIONS

PROMOTIONS:

As reflected under Organization and Resources, the EEO Office is in the process of transitioning to full automated capability. Upon completion of data entry to the Data Base that has been developed, a more sophisticated analysis can be performed to determine barriers to internal selection and promotion procedures, and differentials of minorities and women in promotions by occupational categories and grade levels.

SEPARATIONS:

Here, too, data needed to perform comparative analysis of minorities/women separations will be available upon completion of data entry to the Data Base that has been developed by the EEO Office.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PROGRAM ANALYSIS

---

PROGRAM ANALYSIS - EEO PROGRAM EVALUATION

EEO Program evaluation of previous fiscal year progress in achieving the goals established within this Plan will be accomplished annually using several methods discussed under Statement of Adequate Monitoring/Evaluation System. In addition, Program evaluations will include input obtained from all interested parties including the EEO Committee, appropriate Union representatives, the Special Emphasis Programs Manager, and EEO Representatives located within each of the Command's functional elements and the Director, Civilian Personnel.

The Command's Affirmative Employment Program Plan for Minorities and Women is a document that states a commitment to take action to eliminate/reduce obstacles to equal employment opportunity for minorities and women. Implementation of the actions contained in this Plan are an essential, integral element of meeting and/or exceeding the established goals. Without implementation, the Plan will be an unfulfilled commitment. Therefore, management officials must be held accountable for achievement of EEO Program goals and objectives.

NONAPPROPRIATED FUND INSTRUMENTALITIES:

ADP Statistical Data reporting systems for nonappropriated fund instrumentalities are available however, they are not in the format needed which requires manual manipulation. Additionally, at presently there is no requirement for the system to include other pertinent information which would enable a more complete and comprehensive review by EEO officials. However, this problem will soon be eliminated by the EEO Representative having responsibility for the nonappropriated fund instrumentalities located within the Morale, Welfare and Recreation Division. The EEO Representative is working with the DEEO in establishing an internal system of data collection and review.

AFFIRMATIVE EMPLOYMENT PROGRAM PLAN FOR MINORITIES AND WOMEN

PROBLEM/BARRIER IDENTIFICATION

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PROBLEM/BARRIER IDENTIFICATION - EEO PROGRAM EVALUATION

Management officials must be held accountable for achieving the goals and objectives of the EEO Program.

There is a need for an automated data system which provides statistical data, relevant and necessary for proper and thorough EEO Program evaluation, by functional element in a variety of formats most desirable to, and dedicated by, the reviewer.

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: EEO PROGRAM EVALUATION - PAGE 1

PROBLEM/BARRIER STATEMENT: There is a need to hold management officials accountable for achieving EEO Program goals and objectives.

OBJECTIVE: To ensure that all management officials, having EEO responsibilities, (1) participate in achieving established goals and (2) that their performance is fully and properly evaluated and that (3) they are appropriately recognized for their contributions.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Conduct training for supervisors/managers regarding <u>Affirmative Action Planning and Achievement.</u>	DEEOO/SEPM	Annually
Conduct <b>"make-up"</b> sessions for supervisors/managers initially unavailable to attend and newly appointed supervisors and managers.	DEEOO/SEPM	As needed
Establish written standards for EEO performance.	Directors Supervisors	Annually
Evaluate the accomplishments of management officials in achieving affirmative action goals during annual performance reviews.	Directors Supervisors/ managers	30 Jun Annually
Appropriately award individuals who have contributed to EEO goal accomplishments.	Directors Supervisors/ managers	Annually

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN

REPORT OF OBJECTIVES AND ACTION ITEMS

PROGRAM ELEMENT: EEO PROGRAM EVALUATION - PAGE 2

PROBLEM/BARRIER STATEMENT: There is a need to improve the use of automated data systems in a variety of formats designed to improve EEO Program evaluation and to measure the achievement of EEO Program goals and objectives.

OBJECTIVE: To provide management officials with reports that will enable them to measure and evaluate, continually, the status of EEO Program accomplishments.

ACTION ITEMS:	RESPONSIBLE OFFICIAL	TARGET DATE
Provide requested special NCPDS reports in agreed to formats to the DEE00 for use in analyzing and measuring EEO program progress by work units.	Dir, Civ Pers Ofc DEE00	30 Jun 90 Quarterly, <b>FY90-92</b>
Provide statistical data reports to appropriate level management officials, with recommendations for <b>"corrective-in-nature"</b> actions.	DEE00 EEO Reps	Quarterly, <b>FY90-92</b>
Provide <b>"over-all"</b> Command statistical summaries to functional element management officials which highlight problem/potential problem areas in which progress in correcting manifest imbalances is falling short of goal.	DEE00	Semi-Annually <b>FY90-92</b>

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AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
SEXUAL HARASSMENT POLICY STATEMENT

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1. The message on sexual harassment in the Federal work-place is clear - it will not be tolerated. It is described by the Secretary of Defense as a **"form** of sex discrimination that involves unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

a. submission to or rejection of such conduct is made explicitly or implicitly a term or condition of a person's job, **pay**, or career, or:


b. submission to or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person, or:

c. such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment."

2. Any person in a supervisory or command position who uses or condones implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a military member or civilian employee is engaging in sexual harassment.

3. This form of misconduct undermines the integrity of the employment and chain of command relationship. In any form, it degrades individuals, reduces morale, and interferes with mission accomplishment. First and **foremost, sexual** harassment should be prevented, but if it does occur it should be immediately reported to the appropriate supervisor, the Deputy Equal Employment Opportunity Officer, Special Emphasis Programs Manager, or an Equal Employment Opportunity counselor. Complaints of sexual harassment may also be filed through established equal opportunity, equal employment opportunity, or request mast procedures. No one should be subjected to sexual harassment, but if it happens, for the benefit of all, take action.

4. It certainly is within our capabilities through education, training, and corrective actions to remove sexual harassment from the Quantico work-place. I need your help in making it happen.

  
GAIL M. REALS

AFFIRMATIVE EMPLOYMENT PROGRAM FOR MINORITIES AND WOMEN  
PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

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PLAN FOR THE PREVENTION OF SEXUAL HARASSMENT

ACTIONS TO BE TAKEN/CONTINUED TO PREVENT THE OCCURRENCE OF SEXUAL HARASSMENT IN THE WORK PLACE:

a. Supervisors, managers, employees, and military personnel will receive training designed to assure their understanding of:

(1) The established policies regarding the prevention of sexual harassment in the work place:

(2) The behaviors and/or conditions which are considered inappropriate and counterproductive to the Command's efforts of establishing and maintaining a professional work environment;

(3) The avenues available to obtain redress in the event an employee feels that he/she has been subjected to prohibited sexually harassing behavior(s) and/or condition(s).

b. The DEE00 will review publications, films, or programs, as appropriate, to ensure that the content does not have a stereotypical effect on minorities and/or women.

c. Supervisors and managers will act upon complaints of sexual harassment in the same manner as any prohibited form of discrimination.

d. Allegations of sexual harassment will be processed in the same manner as any other complaint of discrimination as outlined in CPI 713.

e. EEO counselors will be trained in the techniques of counseling individuals regarding complaints of alleged sexual harassment.

f. The following programs will include information on the prevention of sexual harassment:

- (1) Supervisory Training Programs
- (2) New Employee Orientation
- (3) Employee EEO Training Programs

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